

CIA TRAINING FOR CLANDESTINE SERVICES PERSONNEL

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[REDACTED] there is in the auditorium a sign saying, "Why are you here?" A rather sizeable sign, which confronts you each time you sit in the amphitheatre. You have no choice at present as to why you are here. Many of you are here because it is a required portion of your whole training program. After the Basic Intelligence Course has been offered, our paths go many different ways in the training field. We've made a reasonable amount of progress in the Office of Training in the past several years. We're proud of some of the step-by-step accomplishments. But we'd be most remiss if we were to think that we've gotten very far, or if we were to leave the impression with you that Agency training is adequate and satisfactory and complete. We must never lose sight of the very important fact that the most of what we do is so little compared to what our enemies do in the training field. Therefore, each day-each evening, each 24-hour period when we are engaged in a training activity or when, though we're not formally registered in a training circumstance, we're mulling over, relearning, restrengthening those things we have had an opportunity to be exposed to during formal training - during those times we've got to be very efficient in our individual effort, most efficient in order to keep pace with our opposition. Until several years ago, there were no established training standards within the Office. There were no established training standards in the Agency. It's only been about seventeen months since the strong efforts that were initiated much before that resulted in a series of standards, whether it is the Clandestine

Services instruction series or elsewhere, which gave for each of you before you came aboard, a prerequisite package of formal training. That training, I must emphasize, is but minimum. I think that, in general, it is the average amount of training prescribed by that Clandestine Services series, which some of you may wish to know is the [redacted] family of regulations,^{25X1A} setting forth the training standards in the fields of FI, PP, PM, TSS, and DDP/Admin. For every job, every family of positions, there is a series of courses for that family.

Now a few quick words about the kinds of training that the people who enter this Agency take in the broad areas - DDI, DDA, DDP, with of course most of our attention and efforts devoted to the DDP side. By Agency regulation, again quoting that reference, [redacted] a Basic Intelligence Course was set forth for the first time, that requires as part of the EOD procedure that every new employee, and certain of those who managed to come on board before they passed the regulation, will take the Basic Intelligence Course. That sounds impressive, but it's so little. For those who enter under the DDI family, the Basic Intelligence Course is a six week package, somewhat similar to the course you're getting here stretched out to six weeks, but with more emphasis, more attention directed and properly so, to the functions of the DDI offices. But that's all it is. There is no additional course. There is no series of courses, so that means that the people who come on board in the DDI family with certain technical abilities are asked to sit in a six-week course and then perform those functions. That's a hard assignment. That means they've got to get a lot out of that six weeks. It means we in the Office

of Training must attempt to give them a lot. We don't give them more than they can get. The requirements are quite liberal, and it goes without saying that there must be more training in that field.

For those who are primarily under the DDA, the Basic Intelligence program that they must take is also a six week package, but it is made up of two three-week courses. This is the first of those - BIC (CS). Then the second jams in three weeks of some very important material, but I re-state, it jams it in three weeks. It is the Administration Support Course, which gives in the first week a quick appreciation of little more than the language of the clandestine tradecraft, and in the subsequent two weeks, the fifth and sixth weeks of the full six-week package, information that people can use with regard to Admin. Support matters. Now that's little enough training. In the DDA family, throughout all of the Office of Training, there are currently only two other courses. One of those was run for the first time and just concluded a week ago. It was given the name "DDA Refresher Course." It was given for people who have been with the Agency and on board, operating in some key positions as well as subordinate positions, for as much as two years without benefit of training, and for whom the feeling of inadequacy is felt with regard to those matters which can best be given by training. The best that we could offer for them and for which the class could be spared was an abbreviated BIC(I) - the six weeks course I've referred to for the DDI people. It's on a part time basis - several hours of several days each each week for a six-week period. The other main course for the DDA field is one put on by the Logistics people. [REDACTED]

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Now in just a few comments, then, I've swept aside two big arms of the Agency, DDI and DDA, and the formal training which is available to them on a more or less required basis. Now how about DDP?

Most of the DDP personnel now must take this present BIC(CS) in which you're currently enrolled; and most of them must also take a five week program which is referred to as PHASE II of the Basic Training program, in which the elements of tradecraft are given, not as briefly and as succinctly as in the first week of the Admin. Support Course. But it does give an opportunity to get an indoctrination and to learn and to practice tradecraft, some exposure to the tradecraft on the part of those who enroll as trainees. And it's a little more practical and a little more applicable than in the current lecture situation which you are attending. Of those in DDP who must take Phases I and II, more and more of them are required to take Phase III of the Basic Training program, again a five week package, that we are advancing to a stage where soon, reasonably soon, those in DDP will be required to take thirteen weeks of training - that's twice as much as DDI, twice as much as those in DDA can take. But think how little it is. It's a quarter of a year against four, five, eight, or eleven years of training given our counterparts in the Soviet.

Now before I leave the impression that we're selling it all short, there's much more training available to you and for quite a few of you, much of that training is already required and laid on with regard to your progress here. As I said earlier, we've progressed to the stage where entrance into this course or a similar counterpart course for DDI or DDA is reasonably automatic for new personnel. Several years ago before the

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passage of the necessary regulatory issuances, such was not the case. We had people in increasing numbers - the peak has now been passed, but larger and larger groups were coming on board, to be assimilated into the Agency. Some of those who came along several years ago are here now, in training for the first time. But when you came in you were needed, so it was said, so much that you couldn't be spared to come here. Who knows, many times the weeks of on-the-job indoctrination which is necessary for you to competently and adequately discharge your responsibilities might have, certainly in some instances, been saved if you could have gotten the benefit of appropriate training. I was careful to use the phrase "appropriate" training. I'm not sure we were giving any then.

Now, the practice that was followed several years ago and fortunately not for you now, is that people came on board and were sort of dissociated from their desks, and there was some question as to whether you were in the limbo of being under the sponsorship of personnel or training or just where you were. But understandably, particularly in the more clandestine aspects of DDP, an untrained person at the best could create some problems.

However, according to the usual practice, you were assigned to the Office of Training for interim training. Interim training generally was whatever makeshift program could be arranged until a formal course began. Even that was commendable. Also, the usual practice was to return to your office, every two weeks, or every four weeks, as the case may be, and pick up your check. Really then, the new employee was not separated from his desk. He was temporarily shoved aside, but there was an association. But your feeling was, as a new employee, of something less than belongingness.

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It was inevitable. At present there have been some strides made so that those who are new to the Agency do have an opportunity to feel that they are already part of a greater team. But even now we haven't gone as far as we should nor have we made the progress that we plan to make. The very size of this group, the heterogenous makeup of those who comprise this class necessitate that I take some care, not too much, but some, in what I tell you about training. I don't propose, however, to leave out very much. But I'd like to read hastily how a member of this group several years back summed up in response to a requirement laid upon him, his outlook with respect to training. See how that fits into your present story. I'd like to review for you, hastily at best, the variety of courses in the DDP field which are available to you, some indication of the channels which ought to be followed in obtaining that training, and then, with the few words of caution, ask you to sincerely and freely ask what questions of these are bothering you with respect to training and training opportunities.

In the interim training that I alluded to, while we had an employee maybe eight days, maybe five or six weeks, waiting for the beginning of another course, there were often reading and writing requirements placed upon him or upon her. One of these vaguely took the following form. The employee, you as you enter the Agency under this circumstance at that time, was asked to organize and prepare a personal report upon himself or upon herself. A first section was generally background, regarding family, schooling, etc. A second was headed "Why I Applied for CIA Employment." A third major portion of the personal report, "Why I Believe CIA Employed Me." The fourth, "My Special Qualifications for Intelligence Work"; and

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five, which I propose to read rather fully, there are several paragraphs, "My Outstanding Training Needs." Now, are you aware of yours? Let me read to you what I've identified in the past as the report of Louis showed as written a few weeks before the 21st of November, 1949. But it gets more current than this.

"Any evaluation of my need for a particular training before assuming the full responsibilities and duties of my assignment is somewhat hampered by a lack of knowledge of the particular assignment which I will receive. With this in mind, I can say only that a full knowledge of the intelligence officers' implements is of primary importance. Although I possess a number of years' experience in newspaper reporting, I realize there are many function of the intelligence officer which are not familiar to me. The words "newspaper reporter" and "intelligence officer" are not synonymous of course, but there is a degree of similarity. It is that knowledge which will make an efficient intelligence officer out of a newspaper which I require."

A moment's digression - think back to about the fourth or fifth minute when I talked to you of how we are purporting to make an intelligence officer from a DDI basis of whatever technician enters the DDI field in six weeks, a week and a half of which is devoted to the study of Communism.

Pretty short time. Resuming now what Louis had written,

"These items of training include the tools of the new trade and the art of using them to the best advantage."

Again leaving the quoted paper, the tools of the trade - that's Phase II of the Basic Training program in the Clandestine Services. The art of using them to the best advantage is Phase III, where instead of dealing in terms of tradecraft from its general applicability - world wide, any intelligence service, any clandestine organization - the emphasis in Phase III is on study of reasonably current cases in the CIA. It is on the study of CIA operations, and we get away from generalities and get down to specifics. The first inviolate running of the five-week program in which

all the major case histories from different parts of the world, operations of the Agency, one of which is currently in operation, are discussed.

Now Louis goes on:

"Although I feel I've kept abreast of national, international current events as well or better than the average citizen, because of my work my past efforts have been to concentrate on a local situation of complexities. Local newspaper. This necessarily makes me deficient to some degree in a knowledge of details regarding the national and international scene. It is my firm conviction that Russia and Communism are the primary targets of this country's intelligence forces. I feel it necessary, therefore, to increase my knowledge of that country, and their political and economic theories so as to better perform the functions of an intelligence officer. I also believe in the event I am sent to another country, I should be familiar with the history of that country and should be able to speak and understand its language. These factors would be of outstanding value to an intelligence officer in the performance of his job."

Not immediately prior to coming over here, but certainly as recently as this morning, I was reviewing what is considered to be a follow-up study conducted by the DDP with regard to the effectiveness of training given here in the continental U.S. under the Office of Training. The measure of that effectiveness is taken from following up a specified number of people who left these United States in I think it was last October.

Fairly recently. Their supervisors in various places throughout the world were asked to classify the adequacy of the training given for the job to be performed by these people. And some of it is rather revealing. From others the comments are not too meaningful. But there is one underlined trend that is too often repeated - it has to do with lack of a knowledge of the place. So frequently, of all the people we have dealing with a particular area of the world, in high positions, here and there, none of them speak the native language. That is not very intelligent intelligence for an intelligence organization. All of these points of training would assist an intelligence officer in his operations and in obtaining and evaluation the information he required.

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Now let me go on and I'll read - this lasts about eight lines in a sixth section which said, "Plans for My Independent Operation." I read that because I certainly want to leave the thought with you that, if in training there is not any formal way which will best equip you, then some of the responsibility rests with you in equipping yourself.

"As I pointed out above, I have not been informed of my specific assignment in CIA. However, once I receive that assignment, I intend to obtain as many of the items pointed out in section five as possible."

Now Louis wasn't right there, nor would you be if you were to write it, because some supervisor, some superior decides for you what you are to take in the training field. Your best bet is to obtain the concurrence of your supervisor, of your superior, as to the need and desirability of your taking certain training. And finally, he states;

"I plan to inform myself of all the aspects which the target of my assignment holds. I intend to increase my knowledge of Russia and Communism by reading material which I can obtain on the subject. I plan not to wait until I am assigned to a foreign country, but to select a language - probably Spanish or French - and obtain instruction in it."

I've heard many times the DD/T cite, after returning from Eastern Europe, that the woods were literally full of CIA employees who, when they got time, were really going to study German seriously and learn it. But their tours started and their tours ended without their taking the time to assure that they knew the language, particularly while they were there.

Well, Louis finished this personal report with a recommendation as to how the Agency should place him in an assignment. What did he get in the way of training? On the 21st of November 1949, which was several weeks after this paper was completed, he finished the forerunner of this,

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course, the Basic Orientation Course, our old BOC, which was then slightly longer than this - because it was in January of 1953 that we revised it. He went overseas right after the completion of the course, and he came back, let's say, at the end of 1951. He was around the office for a short spell; he then took the old OC, just for the purpose of comparison, although the comparison is not a true one, but for simplicity we'll say it was then somewhat similar to our present concept of Phase II. He took that; he took a course in counterespionage; he took a course in investigative techniques; and documentation. Now, that's his family of training. That's what he had - not upon entrance, but the bulk of it was given to him, maybe sought by him, (to that I have not the answer) after having completed one overseas tour, and Louis is out again. His second tour is nearing completion. I think he's in his twentieth month.

Now I'll touch briefly upon the fact that within the Basic Training program there is this Phase I - Orientation program that you're engaged in currently, followed by the second phase or tradecraft dealing with its application to all clandestine services, and a third phase dealing with operations of the CIA in particular. I mentioned also that another of those courses was the Administrative Support Course; still another in the basic program is the course known as Administration, with the emphasis slightly different from that of Admin. Support, obviously. Then there is to be (we hoped to have it already in operation but we have been unsuccessful so far in getting it on the boards) a refresher course for returnees. It will be a first course for people who have sufficient experience in the Agency, but who by virtue of assignment and the efforts and pressures,

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upon being picked out by the Agency have immediately gone on an overseas tour and upon return, have not had formal courses within the organization yet have a record of some success in carrying out those things which are taught in the training program. Much can be gained by having a special course restricted to that type of person. For one thing, the class can profit if the good and strong points, the errors and mistakes as well as successes are exchanged in the seminar circumstance. Training in general can be improved. The possibilities are reasonably strong, also, that there will be a so-called refresher program in the basic family for, let's say, high level people in the DDP family who have had little or no training or for those who, have gone overseas and have not had the kind of experience that fits them into this first type of refresher training. The rest of the training given for DDP follows in the Office of Training through two main channels. One I can dispose of quickly - it is spoken of as project training, and it is individual training, (tutorial) given for those who are operating under deep cover, both U.S. and foreign nationals. The training course, is different. The subject matter is similar to that to which classes, groups, seminar bodies are exposed. The emphasis is quite different. The emphasis is on not acceptability but mastery.

The other main arm of the training conducted under the Office of Training is in the specialized field, probably as much a misnomer as the word "basic." Some people don't like the word basic. In some respects a point can be seen in that it doesn't sound right for a person having a PH.D. degree to take something basic. But it is basic to an understanding of what is to follow, and in that respect it is probably as appropriate

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a term as any. But specialized training leaves pretty generally the impression that you are trained to a certain degree, and some of it unfortunately still is little more than at the introductory level. Let me recite the variety of courses with which you're offered, some here, some

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[redacted] of which more of you will hear further probably this week. The classes given here at headquarters in the specialized field for DDP personnel include a special course in Communist Party operations; one in covert Political Warfare; Order of Battle; and a course which is needed but not being offered and it's been suspended since last April for lack of a competent instructor, a course in Reports. Other courses offered here - we have one in Staybehind Operations, the last week of which is given for practical purposes [redacted] similarly we 25X1A6b have a course about to be reinitiated in Maritime Operations, also part 25X1C

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courses I needn't take the time to cite at the present. I want to particularly make an observation - training which is given by the Office of Communications is completely outside that which takes place in the Office of Training, except for the liaison involved [redacted] And training is given by 25X1A6b the TSS people, much of which is [redacted] place. The liaison between the two offices is extremely close. It's more than a weekly liaison - it's on a daily basis. For training opportunities, they are the kinds of courses. How to get them - for some of you the pattern is laid out - the minimum program which you are to take. How

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further to do something about them on the DDP type of program - you'll work through your supervisor, your training liaison officer in the operating divisions, and senior staff training officer in the DDP staffs. Then there are training requests, showing what you ought to take and from what you ought to be exempted which would be in the nature of prerequisite to that which you wanted to take - go through those channels, where they are acted upon, and then come to the Registration Office, and barring situations involving excess of quota and that sort of thing, there's an automatic scheduling and notification which eventually reaches the trainee, telling him where to report from there. For some of the courses there is let's say, required reading prior to attendance, which should be picked up sometime as much as a full week before the beginning of the course. Two of the courses require medical clearances, but those facts, those differences, you can readily get from other sources.

Another area of training in which surely you should be interested, certainly the classes in the past have been, are the opportunities for obtaining language training although we have a reasonably well-stocked language laboratory on the headquarters premises. It is the philosophy of the Office of Training to keep just the minimum of people who are in the nature of sort of language consultants. They're language planners rather than language teachers. And, on a maximum basis, to obtain the training elsewhere or to have a language personnel come to us. Recently advanced language seminars were given in seven fields - there are two more under way. Of the original seven, five of those were conducted by personnel within the Office of Training and two from outside. Those of you who have a particularly apt language capability may find that in the

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future you are assisting the Office of Training in training others in
your language specialty.

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Area study, the history and geography and politics and geopolitics,
is under way but hasn't reached a firm enough point. A first area in
which such an area survey group, will work will probably be in the field
dealing with say, [REDACTED] And after those are on the board, the successive
area study groups would be put together. There are capabilities through
facilities internal to the Agency and external to the Agency of taking
many kinds of specialized training that I haven't cited. There are
arrangements made under Public Law #410, for training for as long as
several years at overseas colleges and universities as well as those
throughout the United States. There are some unusual programs, some
peculiar programs, but all of those can be on full justification and
public funds will be made available to those people who need to have that
training. We have a few minutes left for a question period.

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